Government of
Saskatchewan

Annual Report
2000 – 2001

Saskatchewan
Public Service
Commission

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102-00296/

Letters of Transmittal

The Honourable Lynda Haverstock
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2001.

Respectfully submitted,

Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission

The Honourable Joanne Crofford
Minister Responsible for the
Saskatchewan Public Service Commission
Regina, Saskatchewan

Dear Minister:

I have the honour of asking you to submit for tabling the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2001.

Management is responsible for the integrity of the financial data reported by the Commission. Fulfilling this responsibility requires the preparation and presentation of financial information and other data in accordance with the guidelines developed by the Department of Finance, with any exceptions specifically noted.

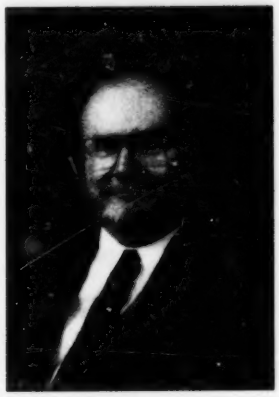
Public Service Commission staff use internal accounting controls and apply policies and procedures in the Financial Administration Manual and the Treasury Board Accounting and Reporting Manual. Employees also exercise their best judgement to ensure that financial reporting activities accurately and fairly reflect the activities of the Commission and uses of the financial resources provided to it. Management believes that existing internal controls provide reasonable assurance that assets are safeguarded and that the financial records are reliable for preparing financial information and maintaining accountability for assets.

As Chair of the Commission, I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

Wynne Young
Chair, Saskatchewan Public Service Commission

Public Service Commissioners



Top row, left to right:
Roberta Burns
Kim McLeod

Bottom row, left to right:
Ron Torgerson
Wynne Young
Ray Purdie

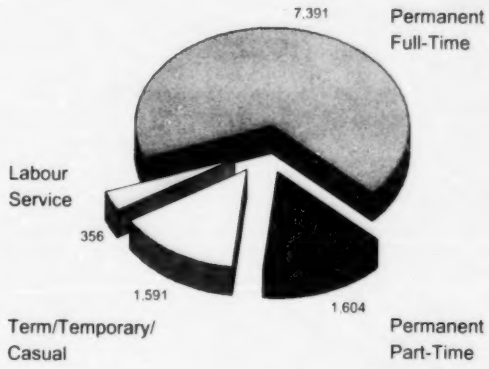
The Saskatchewan Public Service

More than 10,000 people work in the Saskatchewan public service year round, providing services to the people of the province. In summer months, seasonal employees bring this number to more than 12,000 people.

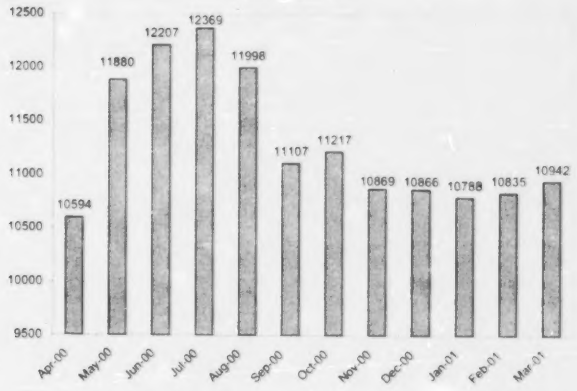
Public servants work in a wide range of careers, from engineers, social workers, conservation officers, policy analysts, human resource professionals and accountants to agrologists, information technologists, lawyers, corrections workers and health care professionals.

The charts on this page and pages 6 and 26 provide a statistical snapshot of the public service, effective March 31, 2001.

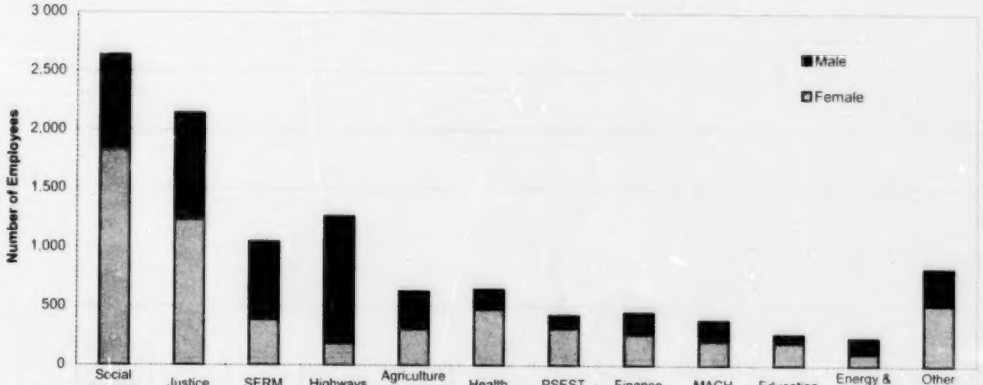
Active Employees
March 2001



Active Employees by Month
April 2000 to March 2001



Number of Employees, by Department
March 2001



	Social Services	Justice	SERM	Highways	Agriculture & Food	Health	PSEST	Finance	MACH	Education	Energy & Mines	Other Depts
Male	803	906	657	1,075	320	167	109	183	174	69	129	306
Female	1,832	1,234	389	187	307	477	316	265	210	198	109	520

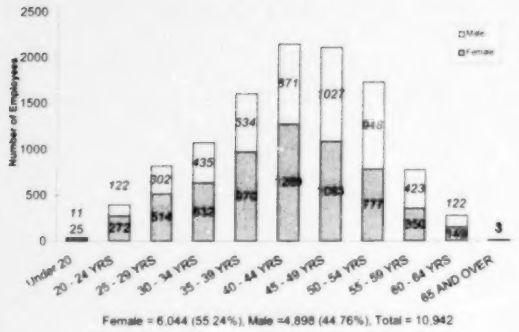
SERM: Saskatchewan Environment and Resource Management

PSEST: Post-Secondary Education and Skills Training

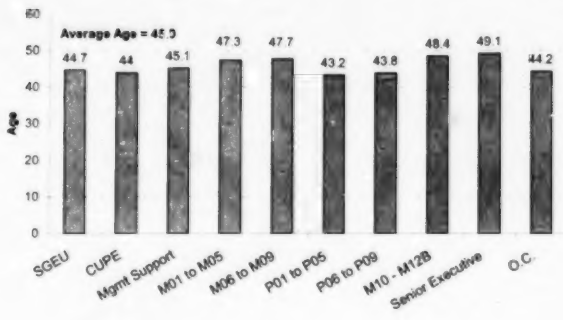
MACH: Municipal Affairs, Culture and Housing

Total employees = 10,942

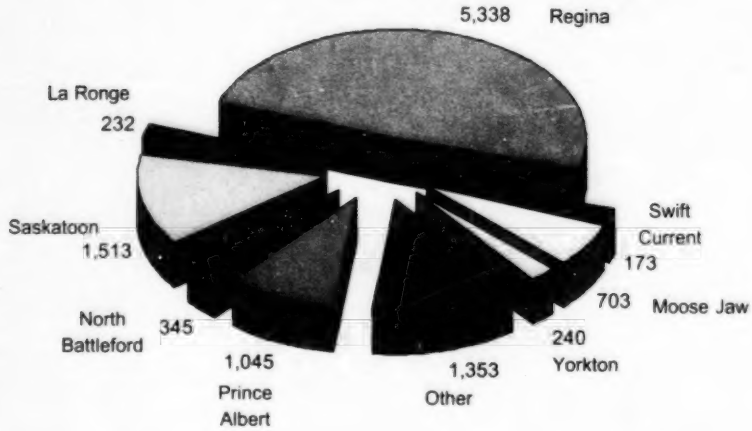
Employees by Age
March 2001



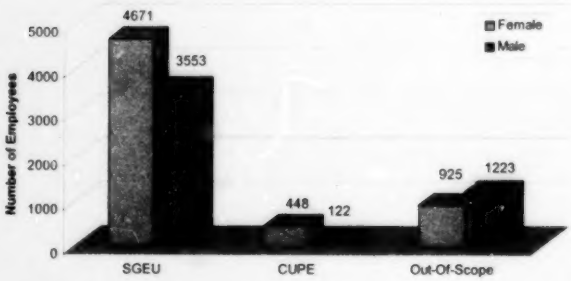
Average Age
March 2001 (Permanent Full-Time only)



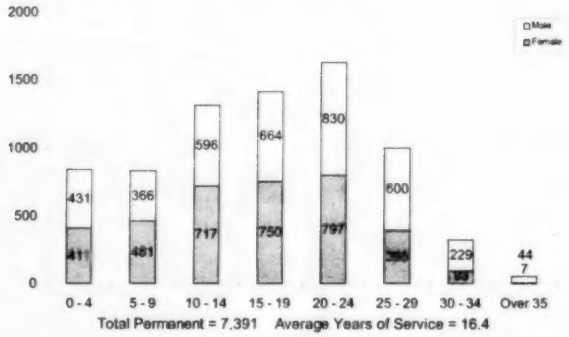
Employees by Location
March 2001



Employees: In and Out of Scope
March 2001
(Permanent and Non-Permanent)



Years of Service
March 2001 (Permanent Full-Time only)



PSC Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The Commission is also responsible for the administration of *The Public Service Regulations, 1999*.

According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

- To maintain an independent and professional public service;
- To facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- To recruit employees to the public service, and to develop a qualified public service, in a manner that fulfils the purposes of this *Act*;
- To strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- To promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the Commission, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all the powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records. The Chair and other Commissioners have exclusive statutory duties respecting all human resource matters.

According to Section 11 (1) of *The Public Service Act, 1998*, the Commissioners are responsible for:

- Representing the public interest in human resource management;
- Reviewing any actions taken by the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers;
- Conducting appeals pursuant to Section 30 of the *Act*; and
- Fulfilling any other responsibilities that the Lieutenant Governor in Council may assign.

In addition, under Section 11 (2), the Commissioners are responsible for human resource management in the public service, including:

- Recruiting and selecting persons within the public service and appointing persons in the classified division;
- Developing, establishing and maintaining classification plans;
- Co-ordinating the development and implementation of employment equity policies and programs; and
- Carrying out research on compensation and working conditions within the public service.

Section 11 (3) states that in fulfilling its responsibilities, the Commission may:

- Investigate any issue that it considers necessary or desirable respecting human resource management; and
- Request reports from the chairperson or any other person to whom the chairperson has delegated his or her responsibilities or powers.

According to Section 12 (1) of *The Act*, the Commissioners may delegate the fulfilment of any of their responsibilities, other than those outlined in Section 11 (1).

Mission, Vision and Values

PSC Mission

Our mission is leadership and service in human resource management to assist government in the effective delivery of its mandate for the people of Saskatchewan.

PSC Vision

Our vision for the Saskatchewan public service is that it will be:

- A preferred employer that attracts and retains people with talent, commitment and innovative ideas;
- Acknowledged for its effective human resource management policies and practices;
- Respected for its attitudes, knowledge and skills;
- Dedicated to providing quality, affordable services that Saskatchewan citizens need; and
- Representative of the diversity of the province.

PSC Values

We believe in:

- People as our most valuable resource;
- Conducting our business with integrity and respect for all;
- Diversity;
- Encouraging and implementing innovative ideas;
- Merit, equity and fairness as the foundations of our actions;
- Accountability for our decisions and actions;
- Quality, timely and effective service;
- Teamwork, partnership and co-operation;
- Recognizing employees' efforts and accomplishments;
- Continuous learning, as individuals and as an organization; and
- A healthy and safe work environment.

— From the PSC Strategic Plan, 1998–2003, available online at: ***http://www.gov.sk.ca/psc/stratplan/***

Strategic Direction

The Mission, Vision and Values for the Public Service Commission are communicated to all PSC employees through the *PSC Strategic Plan, 1998–2003*. This Plan outlines 11 strategic goals for the Commission:

1) To enhance public service capacity to be flexible, adaptable and responsive in meeting changing needs.

2) To ensure HR policies and strategies are integrated and aligned with the direction of the Saskatchewan government.

3) To increase overall organizational capability and to support the Saskatchewan public service as an employer of choice.

4) To enhance the individual and collective capability, including human resource management capacity, of managers within government.

5) To ensure effective and efficient delivery of integrated human resource services.

6) To monitor human resource management policy and processes to help ensure all employees are treated in a fair, equitable and consistent manner government-wide.

7) To provide leadership for the development and maintenance of a representative workforce.

8) To enhance co-operative union-management relationships.

9) To develop and maintain distributed human resource information systems that are integrated with other key systems in government.

10) To ensure all stakeholders are aware of:
a) the direction of human resource management; and
b) government's overall goals and how human resource management is helping achieve these goals;

11) To design and implement strategies in partnership with other agencies to increase public understanding and recognition of the value and role of public service employees.

— From the PSC's Strategic Plan, 1998 – 2003, available online at ***http://www.gov.sk.ca/psc/stratplan/***

Clients and Stakeholders

The PSC provides service to a diverse group of clients, including:
- The Government of Saskatchewan;
- Public service managers;
- Department human resource branch staff;
- Government employees;
- The public.

Others with whom the PSC regularly interacts include:
- Public service unions;
- Organizations representing members of designated groups.

2000–2001 Highlights

Centennial Student Employment Program
The PSC managed the initial implementation of the Centennial Student Employment Program, in consultation with the Department of Municipal Affairs, Culture and Housing. This program, which was introduced in February 2001, will be turned over to the new Department of Culture, Youth and Recreation in Fall 2001.

The Centennial Student Employment Program offers Saskatchewan students opportunities to prepare for their futures through meaningful employment opportunities in their fields of study. The five-year program will create 1,500 new jobs for students in 2001-2002.

The focus for the 2001 student opportunities will be in the areas of environment, parks, community service and the public service, including government departments and Crown corporations. The program funds 75 per cent of student wage costs up to $4,000 per job.

Aboriginal Public Service Internship Program
Planning and development for this initiative, the first phase of the Aboriginal Internship and Management Development Program, was undertaken during this fiscal year. The program is aimed at people who are Aboriginal and recent (within the past five years) university graduates. The first intake of 10 interns will begin two-year terms in the public service in September 2001.

Collective Agreement Negotiations
During this fiscal year, collective agreements with both the SGEU and CUPE Local 600 expired, and the PSC began negotiations with both unions.

Strategic and Human Resource Planning
The PSC undertook an extensive strategic planning process, in accordance with the Government of Saskatchewan's Accountability Framework. The plan will be finalized and implementation will begin over the next fiscal year.

A human resource planning framework and guidelines were developed, and a human resource symposium was held. Work will continue in this area over the coming fiscal years.

Staffing and Classification Branch Merger
An internal reorganization brought together the Staffing and Classification branches at the PSC, a move designed to provide more effective, responsive service to managers and human resource professionals in departments.

Staffing Training and Process Review
The PSC developed and tested an audit process for non-permanent and term hiring actions. Audits on the staffing process will be implemented during the next year. As well, training was provided to managers in several departments.

Web-enabling of the Intranet Personnel System
IPS was modified to allow web access effective March 2001. This allows greater access for managers and human resource personnel using web browsers from anywhere in the province, and will improve the ease and timeliness of updates.

Electronic Careers Bulletin
An automated process was developed to provide for distribution of all public service job postings via e-mail.

Future Activities

- The PSC will continue collective bargaining with both SGEU and CUPE to renew collective bargaining agreements that expired September 30, 2000.
- The PSC will continue to await the outcome of the Scope Review, which is before the Labour Relations Board. Once a ruling is made, the results of the review will be implemented.
- The first interns under the Aboriginal Public Service Internship Program will begin their two-year terms in September 2001.
- The staffing audit process will be implemented across departments.
- The PSC will manage the Executive Government component of the Centennial Student Program.
- A comprehensive review of the out-of-scope classification, compensation and performance management systems will be initiated.
- The PSC will continue to provide leadership in the implementation of improved human resource processes and systems, including human resource planning at the corporate level.
- There will be continued development of recruitment and retention strategies.
- A web-based Recruitment, Tracking and Inventory system will be investigated, to allow job seekers to apply for public service employment opportunities online, and enable managers province-wide to access an inventory of job seekers and post job opportunities.
- The electronic *Careers Bulletin* will be tested and made available through the PSC's Internet site to subscribers interested in job opportunities in the public service.

Working Environment

As the independent agency responsible for leading effective human resource management in government, a quality work environment is a high priority for the PSC. Activities which affect this environment include:

- Working collaboratively with clients;
- Working cooperatively with the unions;
- Recognizing diversity;
- Recognizing employees;
- Ensuring a safe, healthy work place;
- Fostering continuous learning and development.

Working collaboratively with clients

At the PSC: Employees work collaboratively within the PSC to meet client needs. This team approach brings together employees in all areas, across all divisions and branches, to find the most effective solutions and approaches in areas such as staffing, classification and human resource administration.

At the corporate level: Employees work in consultation with client groups to determine needs for systems and programs, such as the Internet Personnel System, management development, employee benefits, class plan development and core competency development.

Working cooperatively with the unions

At the PSC: The PSC has an active Union-Management Committee (UMC), and union and management representatives also serve on the Occupational Health and Safety Committee and the Employment Equity Committee.

At the corporate level: Employees at the PSC work co-operatively with the unions in areas such as developing core competencies, the in-scope classification plan, the staffing process, and interest-based negotiations (IBN). The IBN and union-management committee processes have shifted the PSC's working relationship with the unions to one of continuous problem solving.

The PSC also works with the SGEU and CUPE at the corporate level, to ensure fair, equitable and competitive terms and conditions of employment for all employees. The Chair of the PSC serves as the management Co-chair of the Central Union Management Committee for the Government of Saskatchewan.

Recognizing Diversity

At the PSC: The PSC endeavours to create a working environment where people are treated fairly, differences are recognized and respected, and necessary accommodations are made. The Employment Equity committee meets regularly throughout the year to explore ways to eliminate barriers and increase representation of designated groups.

At the corporate level: The PSC's Employment Equity Unit provides corporate leadership in the areas of diversity and a representative workforce. The unit supports employment equity committees across government, works closely with the unions and employee groups, and prepares annual reports to the Saskatchewan Human Rights Commission on behalf of the Government of Saskatchewan.

Recognizing employees

At the PSC: The recognition committee plans regular formal and informal events to show appreciation for employees' contributions.

At the corporate level: The PSC coordinates the corporate Long Service Recognition program on behalf of all government departments. This program recognizes employees with 10, 25 and 35 years of service each fall. In 2000, 375 employees with 25 years and 44 employees with 35 years were honoured at presentation dinners in Regina and Saskatoon.

Ensuring a safe, healthy workplace

At the PSC: The internal Occupational Health and Safety committee meets regularly to ensure workplace safety. It also conducts regular inspections of the workplace and suggests accommodation or ergonomic adjustments as needed. Minutes of committee meetings are posted on bulletin boards and the in-house Intranet.

Employees are encouraged to talk to their managers about any issues they may have with respect to balancing work and family. Where possible, flexible working hours and other arrangements have been put in place.

At the corporate level: The PSC has played a key role in supporting Balancing Work and Family research and policy development. The PSC also provides the Employee and Family Assistance program for the provincial public service.

The PSC provides a central support role to assist departments in the delivery of their occupational health and safety programs. The PSC also ensures that departments have policies in place to deal with issues such as violence in the workplace.

Fostering continuous learning and development

At the PSC: There is an enhanced appreciation of the importance of continuous learning in the workplace. Under the learning policy developed in 1997, learning and development plans are established annually for each employee as part of the work planning process. PSC support may be financial or may include time off with pay or adjustments to hours of work.

At the corporate level: The PSC's Management Development Centre provides learning and development opportunities for managers across government.

The PSC also provides a policy framework to foster an environment of continuous learning within departments, through corporate policies in areas such as educational leaves, and tuition and book reimbursements. Further, the PSC encourages departments to develop more specific learning policies to address their employees' needs.

Assets

The physical assets of the Public Service Commission include:

- The information technology infrastructure and equipment for the PSC and for the operation of two government-wide human resource information systems;
- The computerized systems for competition tracking and student employment programs;
- Competition files, core competency profiles, and position and personnel files for all public service employees and established positions.
- Furniture, office equipment and supplies;
- A labour relations library, which contains arbitration law, case studies and other related information; and
- A learning resource centre for human resource issues and management development.

The estimated book value of physical assets is $544,000.

To safeguard assets:

- Electronic data is regularly backed up and files are housed in secure areas, accessible only to authorized staff;
- Specialized inventories are maintained for computer equipment and software;
- All files are housed in secure areas, available only to authorized staff;
- Employees have been assigned and trained to effectively manage the labour relations library and learning resource centre.
- Off-site storage is used for backup and recovery services for HRS and IPS and internal systems;
- Building security systems and policies limit access to information and access to the physical facility to authorized persons only;
- Inventory systems are used for capital assets; and
- Employees develop individual learning plans and divisions participate in Occupational Health and Safety initiatives.

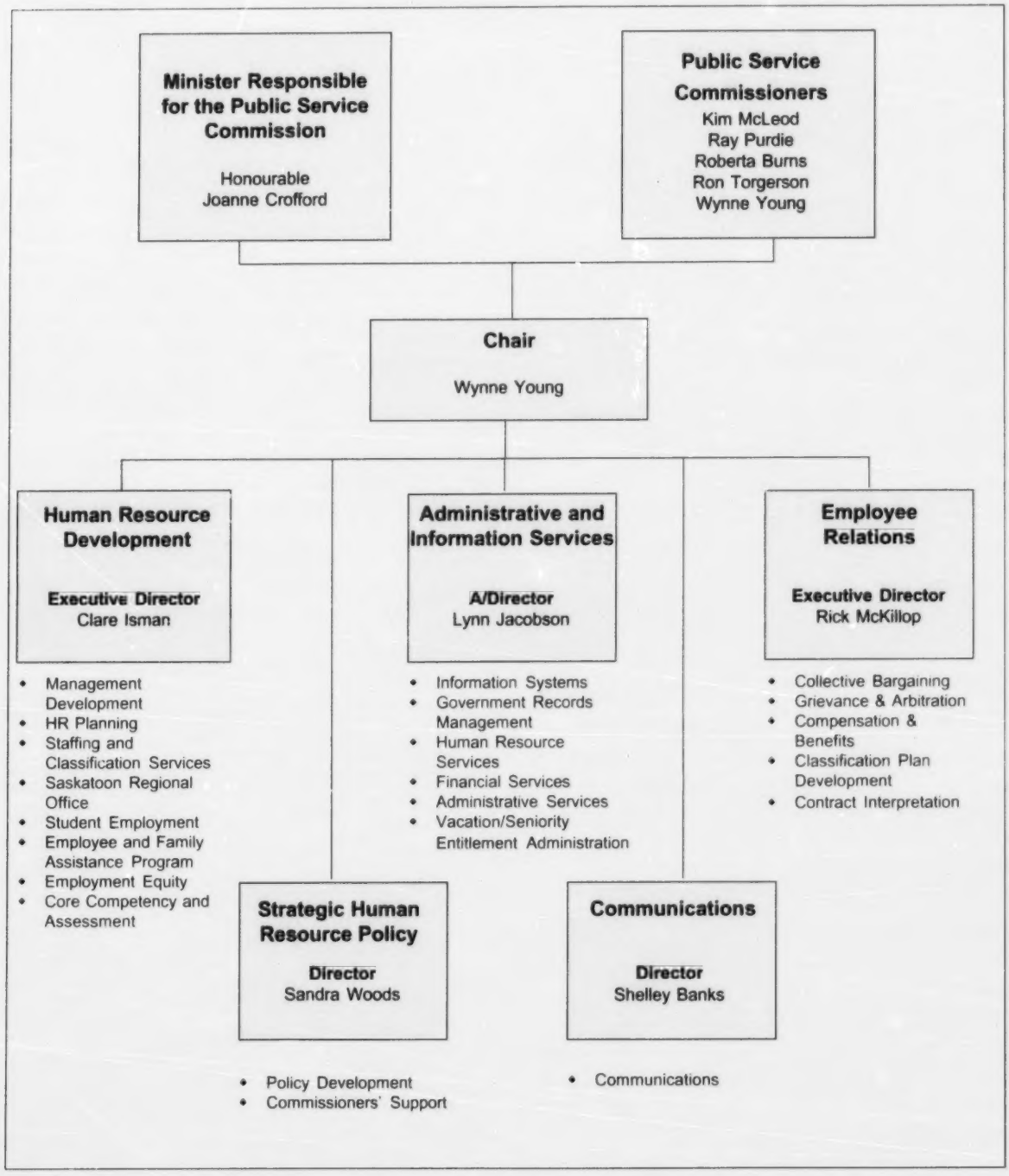
External Suppliers

External suppliers used by the Public Service Commission include:

- Members of the labour relations community, to provide expertise as independent adjudicators, members of panels and chairs of arbitration boards;
- Off-site suppliers, to operate the mainframe computer-based Human Resource System (HRS);
- SaskTel, to provide security and WAN access;
- SPMC, to provide accommodation and central services, and web hosting services for the PSC's Internet site;
- External printers, for department publications including newsletters, brochures and learning materials;
- The PSC's advertising agency of record; and
- A variety of national and local vendors and suppliers of learning products and consulting services.

Organizational Structure, 2000–2001

As of March 31, 2001, 112 staff members were located in Regina, while eight staff members worked in Saskatoon.



Human Resource Development

Objective

To classify positions, and recruit and select qualified candidates for employment within the public service; provide programs and services to address priority senior management learning and development needs across executive government; provide employee and family assistance counselling and preventative education services; coordinate employment equity in the public service; and lead human resource planning and the implementation of improved human resource processes and systems, based on a strategic review of the human resource function.

Program Delivery

- Classification of jobs in the public service;
- Recruitment and selection of permanent, non-permanent and student employees for the public service;
- Research and development of core competencies and assessment tools;
- Corporate learning, development and consulting services in support of building and maintaining management capability and improving organizational performance;
- Employee and family assistance counselling and other support services;
- Coordination of the employment equity program in the public service;
- Leadership in human resource planning;
- Leadership in the human resource management function across the public service.

Goals, Activities and Results

Goal

To manage a strategic recruitment and selection process for government.

Activities

The Division:

- Managed the recruitment and selection process, including advertising, screening, assessing and reference checking;
- Maintained competition documentation and statistics;
- Managed the re-employment list and process; and
- Managed inventories for employment equity and non-permanent applicants.

Results

The division administered 845 permanent appointments and 789 non-permanent appointments in 2000-2001.

3,950 applications were received for the 2000 Summer Student Program and 480 students were hired.

288 employment referrals were made from the employment equity inventories.

Goal

Lead the implementation of improved human resource processes and systems, based on a strategic review of the human resource function.

Activities

The division:

- Provided staffing training for managers;
- Developed and tested an audit process for non-permanent and term hiring actions.

Results

Staffing training was provided to 348 line managers in several departments.

The audit process will be implemented April 1, 2001.

Goal

To provide effective, timely and accurate classification services within established quality standards.

Activities

The division:

- Conducted classification reviews;
- Represented the Commission at classification appeal hearings;
- Managed all reclassifications;
- Handled all reclassification challenges through research of conditions, discussions with departments, negotiations with the SGEU and presentations at appeal hearings.

Results

The division completed 2,422 classification reviews, 1,166 classification appeals, and 10 reclassification challenges.

Goal

To lead human resource planning across executive government.

Activities

- A human resource planning framework and guidelines were developed.
- A human resource planning symposium was held.

Results

Twelve departments prepared human resource plans.

Goal

To identify and eliminate systemic barriers and implement special measures to enhance the recruitment, retention, and promotion of designated group members in the public service to reflect the composition of Saskatchewan's working age population.

Activities

- Co-ordinated activities and provided support to departmental committees, who are responsible for developing, implementing and monitoring departmental employment equity plans, including annual staffing goals and activities to promote understanding of equality and diversity in the workplace.
- Served as the management co-chair for the joint union/management committees, which were actively involved in the development, implementation and monitoring of the program.
- Developed a facilitator's manual for the *Road to Equity* training program and rolled out the workshops to departments.
- Provided support to the Aboriginal Government Employees' Network (AGEN) and the Saskatchewan Visible Minority Employees Association (SVMEA).
- Along with department and community representatives, facilitated a workshop on recruiting persons with disabilities. Workshops were delivered to human resources personnel and managers across government, and to community-based organizations.
- Unit staff, in partnership with departments, Crown corporations, private sector employers and labour organizations, co-ordinated the events for Employment Equity Week June 19-23, 2000. The highlight of the week was the Saskatchewan Employment Equity Practitioners Association's (SEEPA) national conference.
- Provided continuing support to a mentoring program between government employees and Aboriginal students from high schools in Regina.
- Changed the government's reporting period to the calendar year from the fiscal year, for greater ease of reporting to the Saskatchewan Human Rights Commission.

Results

For the period from April 1, 2000, to December 31, 2000, 169 permanent full-time positions were designated or simultaneously posted for equity candidates out of a total of 330 advertised positions.

Activities undertaken helped to increase the representation of the designated groups, increased employees' understanding and promoted employment equity in the workplace. Departments continue to identify and eliminate barriers, take proactive action and monitor outcomes.

From April 1, 2000, to December 31, 2000, departments recruited 1,297 designated group members in permanent, term and non-permanent positions, exceeding the goal of 933 set in June 2000.

This year, the mentoring program expanded to include four high schools; seven students were involved. During the seven years of this program, government employees and 131 students have participated.

Goal

To continue implementation and refinement of the learning and development strategy to enhance management capability and support the strategic direction of executive government.

Activities

- Delivered a training and education program for senior managers to address priority corporate competency needs;
- Designed and developed an initiative to address Aboriginal management and professional participation and development in the Saskatchewan public service;
- Provided consulting services to departments in areas such as human resource planning, organizational design, strategic planning, change management, and performance planning and measurement to increase organizational effectiveness;
- Provided a confidential competency assessment service to individual managers to assist them in determining their development needs;
- Conducted research into management best practices and condensed into written material for senior managers to assist them in their roles;

- Improved the Management Development Centre website to provide managers with ready access to information about management development;
- Continued to contribute as a partner to the Public Management Development Partnership to offer learning events to meet the common learning needs of senior managers. The partners include the Saskatchewan Institute of Public Policy; the Saskatchewan Council of Senior Federal Officials; the Institute of Public Administration of Canada, Regina Region; the Saskatchewan Property Management Corporation; and the University of Regina;
- Coordinated participation of provincial government nominees in the assessment process for intake into the federal government's Career Assignment Program.

Results

All learning events offered through the Management Development Centre were highly rated by participants. More than 1,000 participants have attended MDC events in the last two years.

Consulting services through the Management Development Centre were highly rated by clients.

The Public Management Development Partnership developed and delivered its second annual conference on public trends and issues for senior managers. It was well attended and highly rated.

Quarterly articles on management best practices were researched, written and distributed to all senior managers and were considered beneficial by clients surveyed.

A self-directed learning guide on the management competency of strategic orientation was researched, designed and developed for senior managers and housed on the Management Development Centre website.

The Management Development Centre, using a selection process it established last year, selected three employees for the three available placements provided in the federal Career Assignment Program.

An Aboriginal Internship and Management Development program was designed for the public service and received approval for implementation in 2001-2002.

An improved Management Development Centre website was implemented that contains various information and resources of interest to managers. Visitors to the website increased over the year.

Goal

To enhance the ability of executive government to recruit and select high-quality senior managers.

Activities

- Used the management competency-framework as a basis for the recruitment and selection of senior managers;
- Coordinated and worked with departments in planning for succession management.

Results

A senior management recruitment and selection process was established to focus on the management competencies needed to help continue to build and maintain senior management capability.

Worked in partnership with the Department of Agriculture and Food in designing, developing and implementing a succession management program for that department.

Goal

To provide an effective, cost-sensitive Employee and Family Assistance Program (EFAP) for departments, employees and eligible family members. The program includes professional assessment, referral and intervention services; preventative/wellness learning events; and information and analysis about program utilization.

Activities

Through the program:

- 782 employees were referred to the program and approximately 347 family members supported, at 230 government locations;
- 1,070 employees attended department-requested learning events to support organizational health;
- The EFAP website was updated with links to organizational health topics;
- Counselling resources were expanded for Aboriginal and visible minority employees;
- The EFAP was expanded to provide contracted services to employees of the Official Opposition Caucus Office;
- The program partnered with the Canadian Mental Health Association to provide information relating to problem gambling, as well as referral resources/ speakers to six government departments.

Results

Departments and employees, both as individuals and work groups, continue to use the program to assist with work/personal counselling and organizational health issues.

With two counsellors in Regina, where EFAP is based, and one in Saskatoon, the program is able to provide prompt, comprehensive and personal responses to the work/personal counselling needs of government employees throughout the province.

Preventative/wellness learning events were well attended and the participant feedback continues to be very positive.

Future Activities

Division staff will continue to provide leadership in the implementation of improved human resource processes and systems across Executive Government.

There will be continued development of assessment tools.

An audit system for permanent part-time and term staffing will be implemented.

As part of the implementation of the Accountability Framework, the first phase of a government-wide, corporate HR Plan will be completed in 2001-2002.

We will continue to provide development and learning opportunities for division staff.

We will continue to develop and deliver a competency-focused learning and development program and related services to help senior managers continuously increase their effectiveness and that of the organization; and, to build future senior leadership capability by expanding the program audience to also include middle managers and professionals.

We will continue to deliver a competency-focused senior management recruitment and selection process to help build and maintain senior management capability.

We will continue to work with departments in designing, developing and implementing succession management programs.

The Aboriginal Internship and Management Development Program will be implemented in 2001-2002.

We will continue to address the barriers to achieving a representative workforce through community support and involvement, accelerated recruitment and retention efforts, and education and awareness.

Costs

Advertising*	$83,473
Employee & Family Assistance Program	166,839
Employment Equity	206,095
Staffing Operations, Regina Office	1,394,652
Saskatoon Regional Office	325,970
Management Development Centre	442,668
Strategic Human Resource Review	20,921
Leave Entitlement Adjustments	25,634
Total	$2,666,253

* This includes the coordination costs of advertising for other departments. Costs of $596,901 were reimbursed by departments. The *Saskatchewan Careers* bulletin was published 51 times during the year at a total cost of $34,227.

Strategic Human Resource Policy

Objective

Provide direction and leadership in the development of strategic human resource policies for Executive Government by creating a framework for fair and equitable stewardship of the government's human resources.

Program Delivery

- Conduct research and consult with stakeholders and clients to ensure policy direction meets the needs of the government;
- Develop and write new policies;
- Evaluate and amend existing policies to reflect changes in collective agreements or legislation and to support the move to a decentralized environment;
- Monitor trends in human resource management to ensure policy advice is timely and relevant;
- Provide support and advice to the Strategic Human Resource Advisory Committee, Human Resource Operations Committee and to the Public Service Commissioners.

Goals, Activities and Results

Goal

To foster a policy environment that is adaptable and responsive, and one that enables decentralized decision making by providing management with the tools to make effective human resource management decisions.

Activities

Provided support and advice to the Public Service Commissioners, the Strategic Human Resource Advisory Committee and the Human Resource Operations Committee.

Consulted with various groups to ensure the design and revision of policies reflected the current environment of decentralized decision making.

Results

Several high impact policies have been revised to reflect changes in collective agreements or legislation, to ensure various authorities and references are accurately cited and to better reflect the current environment of decentralized decision making and accountability. These include:

- Definite and Indefinite Leave Policies
- Telework Policy
- Anti-Harassment Policy
- Long Service Recognition

A policy and accompanying procedures were developed for the use of defensive weapons in the public service.

The Public Service Commissioners:

- Commissioned a review on Employment Equity which resulted in a report being submitted with recommendations for further action;
- Held meetings with department representatives as appropriate to gain an appreciation of issues facing them; and
- Scheduled approximately 20 out-of-scope appeals.

The Human Resources Operations Committee provided feedback regarding the out-of-scope compensation policies.

Goal

To ensure that human resource management policies are integrated and aligned with corporate direction.

Activities

Represented the Public Service Commission on inter-departmental committees, including:

- The committee charged with the development of policy and procedures regarding the use of defensive weapons in the public service;
- The Metis and Off-Reserve First Nations Strategy.

Coordinated changes to *The Public Service Regulations, 1999*.

Results

A review of several significant policies is currently underway. They include:

- Relocation
- Duty to Accommodate
- Workplace Violence
- Indemnity

A Worklife Balance Strategy was developed. Implementation of the strategy has begun with the development of a web page, and guiding principles and a review of all related policies.

Future Activities

A number of existing policies have been prioritized for future review over the next two years. These include:

- Corrective Discipline
- Conflict of Interest

A strategy to address recruitment and retention issues in the public service will be developed. A consultative process to develop policy around this will be used.

Clients of the PSC will be surveyed to establish service level baselines as a tool for strategic planning.

Implementation will continue on the Worklife Balance Strategy.

Costs

As the Strategic Human Resource Policy Branch falls under the Administration code, this section is included with the Administrative and Information Services Division.

Communications

Objective

To provide strategic communications planning and leadership to the PSC to assist the Commission to achieve its core goals and objectives.

Program Delivery

- Provide communications planning and advice to the PSC;
- Provide editorial advice and manage the development of communications materials;
- Manage the content and development of the PSC's public Internet and in-house Intranet web sites.

Goals, Activities and Results

Goal

Provide communications services to all areas of the PSC.

Activities

- Managed internal and external communications to support initiatives and activities, including the new Centennial Student Program and the Aboriginal Public Service Internship Program;
- Continued to develop and update the PSC's web sites, and to provide guidance to program areas for all web page and Intranet development;
- Championed the development of the electronic *Careers Bulletin*, which provides weekly e-mail postings of all public service jobs;
- Served on inter-departmental committees, such as the Internet Working Group;
- Continued to provide communications advice and direction to program areas for all department publications.

Results

The PSC's key messages were aligned with the PSC's strategic plan and consistent with overall government communications directions and goals. Projects adhered to established communications policies and procedures.

Through the web site, accurate, timely and cost-effective information was provided for stakeholders about human resource policies and job openings within government. The in-house Intranet site also enabled Commission employees to access information about their workplace. The electronic *Careers Bulletin*, to be implemented in April 2001, will provide fast, effective distribution of job postings.

Traffic on the PSC's web site increased significantly. For example, hits on the *Saskatchewan Careers* web page rose from about 14,500 in April, and 21,500 in September to more than 33,500 in March 2001. The percentage of applications received over the Internet also increased from 41% in the first six months, to 52% in the last six months.

Future Activities

The unit will continue to provide communications services to all areas of the PSC, and will focus on recruitment and retention initiatives.

Costs

As the Communications Unit falls under the Administration code, this section is included with the Administrative and Information Services Division.

Administrative and Information Services

Objective

To provide central administration, financial and human resource management, and computer services to the Commission. This area operates government-wide human resource information systems and maintains government-wide records.

Program Delivery

- Provides administrative, financial, human resource and information technology services to the Commission;
- Acts as a central registry for government-wide personnel, position and competition records;
- Provides development and maintenance support for HRS (Human Resource System) and IPS (Intranet Personnel System); provides training and ongoing support for users of these systems.

Goals, Activities and Results

Goal

Effective and efficient administrative, financial and human resource services support.

Activities

A four-year budget plan was developed for 2001-05 that supports the PSC's Strategic Plan, in accordance with the government's accountability framework.

Goods and services that support PSC programs and services were procured in accordance with government policies, meeting audit requirements. Expenditures were monitored on an ongoing basis, and monthly reports provided to the Department of Finance.

Training and development plans were developed and implemented for PSC employees in accordance with their current and future job expectations.

PSC employees were informed of changes to collective agreements, regulations or human resource policies through a variety of means including electronic mail, newsletters or memorandums.

Work began on an employee information web page, housed on the PSC's in-house Intranet site. This web page will provide PSC employees with financial, human resource and administrative information, including forms and information about policies, pay and benefits.

Collective agreement or policy changes were implemented within established guidelines. Requests for years of service calculations were processed to assist government departments in determining vacation entitlements and seniority for their employees.

Position and personnel records for government were confidentially and securely maintained in a central fileroom at PSC's Head Office in Regina. Inactive records were transferred to a secure government facility offsite for storage and disposed of in accordance with Provincial Archives Board policies.

Building security procedures were reviewed for high-risk areas in the PSC, and procedures and training were provided to staff to promote a safe work environment.

Program changes required a review of existing space. As a result, minor building renovations were made.

The division provided support to the Human Resource Development Division by administering placements for the Summer Student Program and to the Policy Unit by re-writing a number of leave-related human resource policies.

Results

In 2000-01, the PSC budget was underspent by $45,700, within an allocation of $8,211,000 and 111.1 FTEs.

During 2000-01:

- A total of 2,465 payments were made to vendors, and post-audits conducted during the year by the Department of Finance and Provincial Auditor's office met standards.
- 655 requests for service calculations were performed (308 for vacation and 347 for seniority) for government employees.
- Activity in the PSC's fileroom consisted of 18,605 position, 10,373 personnel, and 395 competition file transactions.
- Minor building renovations were made to accommodate changing program needs.
- Three leave-related policies were re-written and implemented for government: Definite Leave of Absence, Indefinite Leave of Absence, and Leave With Pay.

Goal

To effectively and efficiently manage and operate the Commission's internal information technology systems and the government-wide Human Resource Systems – HRS and IPS, the Intranet Personnel System.

Activities

IPS was modified to allow web access effective March 2001. This will allow greater access by managers and human resource personnel using web browsers in government offices anywhere in the province, and will improve the ease and timeliness of updates.

IPS has also been upgraded to provide human resource branches with the capability of retrieving and analyzing their own employee and position data to assist them with human resource planning. In addition, IPS now also provides automated sick leave statistics, ratings management and rehabilitation tracking.

HRS and IPS systems were modified to provide a bi-weekly pay system for permanent SGEU employees effective April 1, 2001. This initiative was negotiated during the previous round of collective bargaining.

An on-line application process was implemented for the 2001-02 Summer Student Program to allow students to apply for summer student employment opportunities within executive government via the internet. An automated process was implemented to provide for distribution of the *Saskatchewan Careers* bulletin by e-mail.

HRS audit procedures were implemented in all departments, which resulted in creating automated programs to reduce audit workloads.

Results

- Departments can access HR information though the Internet as a result of web-enabling IPS;
- Human resource branches are performing their own HR planning by using the analysis capability provided through IPS;
- All SGEU employees are now receiving their pay cheques bi-weekly;
- Students can apply for the Summer Student Program through the Internet, and in the next fiscal year, the public will be able to receive the *Saskatchewan Careers* bulletin by e-mail.

Future Activities

In cooperation with Communications, work will continue on the employee information web page, housed on the PSC's Intranet Site. Full implementation is scheduled for Spring 2002.

A formal Security Policy will be developed for the PSC. This will include information technology, personal and physical security, and will be communicated to employees with training completed no later than the Spring 2002.

The Division will also continue to work on leave-related policies such as vacation leave and sick leave.

The PSC is participating with the Department of Finance to select a software vendor to provide a new integrated system to replace HRS and RES (Revenue Expenditure System). The planned implementation date for the Finance portion of the system is 2003 to 2004 and 2005 to 2006 for the Human Resources portion.

The IPS system is being upgraded to include the ability to record and track grievances to assist departments and the SGEU improve the timeliness of the grievance process and to reduce the backlog.

Consideration will be given to integrating the Centennial Student Program into the regular Summer Student program to streamline the selection process and allow students to apply over the Internet.

The PSC will look into using workflow to automate the classification and staffing process to provide managers with the capability of using the Internet for developing job descriptions and initiating a staffing action.

The PSC's Human Resource Systems must be enhanced to provide for moving out-of-scope employees into the SGEU, pending the outcome of the Scope Review by the Labour Relations Board, and to incorporate the negotiated changes for the SGEU and CUPE collective agreements

Costs

Internal information Systems	$619,314
Administrative Services	$458,767
Chair's and Minister's Offices/Policy	$359,952
Communications	$105,873
Long Service Program	$632
Human Resource System and Internet Personnel System	$1,107,564
Central Records	$130,809
Accommodation & Central Services	$713,277
Leave Entitlement Adjustments	$17,935
Total	**$3,512,123**

Employee Relations

Objective

To represent management in employee relations and to determine job worth by developing classification standards which ensure equitable treatment of public service employees.

Program Delivery

- Represents management in the negotiation of collective agreements with union bargaining agents;
- Provides labour relations consultation services to management;
- Conducts compensation research;
- Develops and administers compensation policies for non-union and union employees;
- Develops standard classification criteria for jobs in the public service.

Goals, Activities and Results

Goal

To develop new equal pay for work of equal value in-scope job evaluation plans.

Activities/Results

A new Equal Pay for Work of Equal Value Classification Plan was implemented within the SGEU bargaining unit October 1, 1998. The plan was phased-in over a number of years with the final pay equity adjustment occurring April 1, 2001. This concludes Phase 1 of our objective of implementing pay equity for all employees in executive government in accordance with the government approved Equal Pay for Work of Equal Value Policy Framework.

There were 3,860 employees who appealed their classification level on implementation of the new SGEU classification plan. All remaining classification appeals related to plan implementation were finalized during the 2000/01 fiscal year.

The Joint Union-Management Maintenance Committee (JMC) met eight times throughout the year to resolve equity maintenance issues and to approve plan interpretations. As well, the JMC conducted six two-day training sessions with human resource consultants and line managers.

A new job evaluation plan was jointly developed with the CUPE 600 bargaining unit, as Phase 2 of our pay equity objective. All employees' positions were allocated to the plan, all appeals were finalized and a maintenance plan was developed. Negotiations have commenced with respect to the implementation of the plan and related salary structure. The plan is scheduled for implementation April 1, 2002.

An interim pay equity adjustment and up-in-the-range appointment policy were approved and implemented for nurses employed in the CUPE 600 bargaining unit. This was required to ensure nursing salaries in this bargaining unit remained competitive with the general employment market for nurses in the province and as such, address recruitment and retention concerns.

An interim pay equity adjustment was approved and implemented for non-unionized secretarial employees to restore appropriate pay relationships with their in-scope counterparts.

Goal

To research and develop compensation and benefits policy and develop and administer compensation plans.

Activities/Results

Over the course of the year, division staff undertook a review of compensation policy and practice relating to non-unionized employees. As a result, a new compensation policy framework was developed for excluded employees and enabling changes were made to the *Public Service Regulations*.

The Additional Pension Contribution Program was implemented, in conjunction with the Public Employees' Benefits Agency, enabling increased employer pension contributions to the Public Employees' Pension Plan on behalf of non-unionized employees. Pension adjustments for excluded employees, comparable to those negotiated for their unionized subordinates, were provided effective July 1, 2000.

In preparation for SGEU and CUPE 600 bargaining, division staff completed a comprehensive salary and benefit survey and developed a wage line market comparison methodology. This data assists management in developing its bargaining position and serves to inform discussions at the bargaining table respecting compensation issues.

Early retirement benefits were developed and approved for a small number of employees affected by job abolishment directly resulting from the 2000/01 budget (Justice, Mediation Services; Energy and Mines; Highways), and for employees affected by job abolition in Justice, Land Titles, as a result of implementing the new Land Registry System.

During the year, the division concluded an outstanding commitment from the last round of collective bargaining to implement a new bi-weekly pay system for SGEU employees. Details of the new pay system were re-negotiated in accordance with the provisions of *The Labour Standards Act* and it was successfully implemented effective April 1, 2001.

Over the course of the year, Compensation Branch staff represented the employer's interests on a variety of joint union/management forums including the Extended Health Plan Board of Trustees, the Disability Income Plan Committee, and the Rehabilitation and Return to Work Committee. Staff were involved with Labour Relations in specific issue bargaining on a variety of compensation and benefits matters.

Goal

To represent the employer in its collective bargaining relationship with public service unions and in the administration and application of the collective agreements with SGEU and CUPE-600 and provide labour relations advice and services to management in support of program operations.

Activities/Results

During the year, the division commenced negotiation of new collective bargaining agreements with both SGEU and CUPE-600 whose contracts expired September 30, 2000. On behalf of the employer, a problem-solving approach was utilized in these negotiations with the objective of achieving a negotiated settlement within the monetary parameters approved by government and without job disruption, if possible. These negotiations continued throughout the fiscal year and were ongoing into 2001/02.

On behalf of the employer, the division entered into a Letter of Understanding with SGEU to utilize a Mediation/Arbitration approach to resolution of specific grievances during a trial period. The process was successful in more than 10 cases.

Flowing from a commitment from the last round of SGEU bargaining, the parties continued to negotiate respecting the conversion of some 400-plus permanent part-time jobs to permanent full-time positions. The purpose of this review is to ensure the proper categorization of positions between part-time and full-time hours of work arrangements. Negotiations on this topic remained ongoing at year end.

Together with the Department of Justice and the Information Service Corporation (ISC), division staff pursued negotiations with SGEU respecting the transfer of employees from Justice, Land Titles to ISC.

On behalf of the employer, the division developed and directed the implementation of a new Harassment Policy, effective November 1, 2000. This new policy brings us into full compliance with the requirements of the Occupational Health and Safety legislation.

During the year, a total of 160 grievances were successfully resolved, 223 were received and 69 advanced to arbitration. The parties share a concern respecting the number of outstanding grievances and have discussed a variety of ways to address this issue, including preliminary discussions respecting a new joint grievance tracking system.

The division met with the representatives of the SGEU on several occasions to conduct formal discussions to address specific issues of concern or dispute between the parties. Also during the year, staff of the division provided ongoing support to the union/management committee in respect of the CUPE-600 collective agreement.

The division continued to organize meetings of departmental occupational health committee co-chairs to provide them with a forum to share information and discuss issues of mutual interest. Three such meetings were held in 2001-2002 and these meetings are planned annually.

Goal

To initiate joint union/management undertakings to maintain positive and cooperative union/management relations.

Activities/Results

During the year, the division, in cooperation with the SGEU, organized a Creating Value Through Collaboration workshop attended by Union Management Committee co-chairs and members from several departments. A longstanding project to create a UMC best practices and resource orientation manual was undertaken.

The division administered the Joint Union/Management Committee Fund in support of the department UMC process. During the year, three applications were approved for a total value of $34,000. The fund was also used to put two joint union/management positions in place:

- a Staffing Liaison position to assist with the staffing process; and
- a CUMC Project Officer to assist in processing funding requests, facilitate department UMC development and operations and provide support to any other CUMC initiatives.

Goal

To honour and complete a longstanding collective bargaining commitment to conduct a scope review of out-of-scope positions in Executive government.

Activities/Results

During the fiscal year 2000/01, the parties continued to await the results of Labour Relations Board hearings into this matter from the previous year. The division had represented the employer's interests at a number of hearings into this application and awaits LRB direction as to its implementation.

Future Activities

Division staff will continue negotiations with CUPE-600 to finalize the salary structure and implementation process for their new Equal Pay for Work of Equal Value Classification Plan.

Throughout the year, division staff will commence the third and final phase of our pay equity objectives, to develop a new pay equity job evaluation plan for out-of-scope employees in the context of the government's Equal Pay for Work of Equal Value Policy Framework. It is anticipated this project will be broadened to include development of a new performance management system for non-unionized employees.

Upon receipt of a decision from the Labour Relations Board, division staff will coordinate the implementation of the scope review in accordance with LRB direction.

We will continue to represent the employer's interests in collective bargaining with both SGEU and CUPE and expect to conclude renewal agreements with each of our unionized employee groups. Upon conclusion of bargaining, division staff will brief departmental management respecting negotiated amendments to our contractual relationship and coordinate the implementation of any new agreement provisions.

Costs

Labour Relations	$924,205
Compensation and Classification	$893,032
UMC Funding	$149,679
Leave Entitlement Adjustments	$ 19,980
Total	$1,986,896

Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act*.

During the 2000-2001 fiscal year, 40 positions were transferred or excluded from five areas, as follows.

Executive Council

SG4	1
SG5	1
SG6	1
Information Technology Analyst	1
PL5	1
PL8	1
ML8	1
PL9	1
ML9	3
ML10	2
Advisor, Office of the Deputy Minister to the Premier	1
Chief of Staff to the Leader of the Third Party	1

Justice

SG3	1
SG4	2
Crown Counsel 1	1
Crown Counsel 2	3
Student-at-Law	9
Information Technology Analyst	1

Intergovernmental and Aboriginal Affairs

Hospitality Co-ordinator, Office of the Lieutenant Governor	1
PL2	1

Office of the Chief Electoral Officer

Provisional Election Personnel	1
Casual Election Personnel	1
ML2	1
ML3	1
ML5	1

Post-Secondary Education and Skills Training

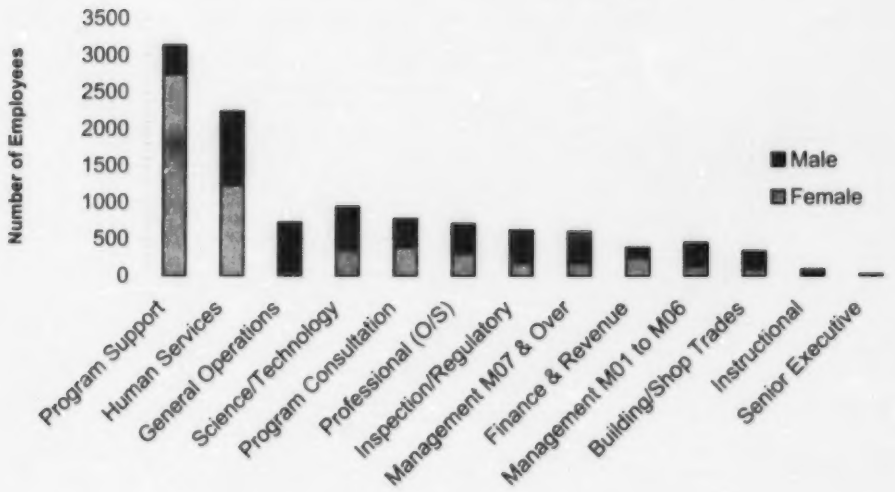
Senior Policy Analyst	1

Abbreviations:

ML: Management Level
PL: Professional Level
SG: Management Support Group

Type of Work/Service Delivered

March 2001



Program Support includes: secretarial, clerical, help desk & office managers.

Human Services includes: corrections workers, social workers, therapists & program consultants.

General Operations includes: cooks, labourers, pilots & equipment operators.

Program Consultation includes: business consultants, health consultants, program development, policy and legislation.

2000– 2001 Financial Overview

(All Figures in Thousands of Dollars)

Division	2000-2001 Actual	2000-2001 Budget	Variance
Administration			
Salaries	$1059.6	$1062.0	– $2.4
Operating Expenses	480.8	493.0	– 2.2
Total	1540.4	1545.0	– 4.6
Human Resource Information Services			
Salaries	1014.8	857.0	157.8
Operating Expenses	243.6	404.0	– 160.4
Total	1258.4	1261.0	–2.6
Human Resource Development			
Salaries	2094.3	1989.0	105.3
Operating Expenses	572.0	679.0	– 107.0
Total	2666.3	2668.0	– 1.7
Employee Relations			
Salaries	1561.9	1885.0	– 323.1
Operating Expenses	425.0	138.0	287.0
Total	1986.9	2023.0	– 36.1
Accommodation & Central Services			
Operating Expenses	713.3	714.0	– 0.7
Total	713.3	714.0	– 0.7
Total			
Salaries	**$5730.6**	**$5793.0**	**– $62.4**
Operating Expenses	**2434.7**	**2418.0**	**16.7**
Total	***$8165.3***	***$8211.0***	***– $45.7***

(1) In addition to the expenses shown, the PSC incurred an expense of $154,181 for coordination of the government-wide Long Service Recognition Program. The various government departments involved reimbursed the PSC for this expense. $1,112 revenue was received from the Saskatchewan Archives Board and Prairie Diagnostic Services.

(2) In addition to the expenses shown, the PSC incurred an expense of $596,901 for advertisements for staffing competitions in the various departments and agencies of government. These departments and agencies reimbursed the PSC for advertising coordinated on their behalf. Departments and agencies also reimbursed the PSC $5,495 for training course fees. An additional $3,300 revenue was received from Saskatchewan Property Management Corporation and Information Services Corporation.

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Accommodation & Central Services			
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Glossary

Terms Used in Human Resource Management

Arbitration — The process by which a board or a person, acting under the authority of both parties to a dispute, hears both sides of the controversy and issues an award, usually accompanied by a written decision, which is ordinarily binding on both parties.

Core Competencies — The personal attributes, skills and knowledge that are critical for a prospective employee to be successful.

CUMC — Central Union Management Committee. The Chairs of the PSC and the SGEU Bargaining Committee jointly preside over the CUMC, which is made up of departmental UMC co-chairs.

CUPE — Canadian Union of Public Employees.

Designated Groups — Under-represented groups in the public service. For employment equity purposes, the four designated groups are: aboriginal people, persons with disabilities, women in management and non-traditional roles, and members of visible minority groups.

Employee and Family Assistance Program (EFAP) — A program designed to assist employees and their immediate families with problems that may affect their professional or personal lives.

Encumbered — A position which is not vacant; a position assigned to an employee.

FTE — Full-Time Equivalent. One employee who occupies one position for a period of 12 months is considered as one FTE.

HR — Human resource.

HRBs — Human resource branches.

HRS — The Human Resource System, one of two government-wide human resource information systems. See also IPS.

IBN — Interest-based negotiation. IBN techniques are non-adversarial and based on the determination of common interests. These techniques were used successfully in the last round of collective bargaining.

In-Scope — Positions within the scope of the union's jurisdiction.

IPS — The Intranet Personnel System, a PSC-developed and supported system designed to distribute HR information to managers across government.

Out-of-Scope — Positions not within the scope of the union's jurisdiction.

Position — A job assignment identified by a specific number.

SGEU — Saskatchewan Government and General Employees' Union.

SPMC — Saskatchewan Property Management Corporation.

UMCs — Union Management Committees, formed in all departments to deal with a variety of workplace issues.